

Air Force Agency for Modeling and Simulation, Orlando, Fla.:

Supports the development and use of the Realistic Global Battlespace for training, analysis, acquisition, test and evaluation and operations. Implements Air Force, joint and Department of Defense modeling and simulation policies, architectures and standards; supports corporate Air Force M&S planning, requirements and investment, facilitates the establishment, transition and integration of major Air Force M&S initiatives and programs, and shapes decision making, mission rehearsal and execution. Supports cross-cutting initiatives such as Distributed Mission Operations and the Center for Domain Integration and promotes and supports technology improvements. Oversees the M&S professional development program and sponsors the annual Air Force M&S conference. Manages M&S Information Service, which includes the Air Force M&S Resource Repository, Event Planning System, M&S calendar, and the M&S help desk. The C4ISR Visualization Center is the AFAMS Pentagon Operating Location. The CVC provides senior leadership with a portal into Air Force and joint training events, experiments, wargames, real-world events and facilitates demonstrations of new and emerging technologies.

www.afams.af.mil

Air Force Audit Agency, Washington, D.C.:

Provides all levels of Air Force management with independent and quality audit services. Produces audit products that evaluate the efficiency, effectiveness and economy of Air Force programs and activities. [https:// www.affaa.hq.af.mil](https://www.affaa.hq.af.mil)

Air Force Center for Environmental Excellence, Brooks City-Base, Texas:

Provides a full range of technical and professional environmental and construction management services, including environmental restoration, pollution prevention, environmental compliance, natural and cultural resources conservation, housing/facility design and construction, and comprehensive planning. Manages the Air Force's premier

environmental clearinghouse and research service, PROACT, providing real-time online assistance to Air Force personnel. Center of expertise for the Air Force Environmental Impact Analysis process as well as for architecture, interior design, landscape architecture, medical facility design, construction management and military family housing privatization. Executes and maintains the Air Force family housing master plan. Serves as the focal point for evaluation, application and transfer of environmental cleanup technologies from the laboratory to the field. Advocates for the Air Force before state, local, regional and federal environmental authorities, and offers major commands and installations assistance with environmental issues. www.afcee.brooks.af.mil

Air Force Civil Engineer Support Agency, Tyndall AFB, Fla.:

Maximizes Air Force civil engineers' capabilities in base and contingency operations by providing the best tools, practices and professional support. Comprises technical and professional experts in a variety of traditional and non-traditional civil engineer functional areas, including electrical, mechanical and structural engineering, readiness, training and education, management analysis, fire protection, systems engineering, explosive ordnance disposal, computer automation, energy management, vehicle and equipment acquisition, and weapons of mass destruction response. Develops unified design criteria and manages the Prime Base Engineer Emergency Force and RED HORSE programs. Hosts a multi-national engineer deployment competition — Readiness Challenge. Administers the Air Force Contract Augmentation Program contract to provide worldwide on-call contractor support for disaster response, contingency deployment operations and military operations other than war. Specializes in pavement structural evaluations and recommendations, utility rates negotiation, and repairing heating, ventilation and air conditioning systems, airfield lighting and aircraft arresting systems. www.afcesa.af.mil

Air Force Command and Control, Intelligence, Surveillance and Reconnaissance Center, Langley AFB, Va.:

Supports initiatives to influence, integrate and improve Air Force command, control, communications, computers, intelligence, surveillance and reconnaissance capabilities. Focuses on the joint force and joint force air component capability to dominate the battlespace and control forces. Priorities include engaging the joint warfighter through the Joint Forces Command joint battle management command and control board of directors; executing the Air Force chief of staff's vision of the Air and Space Operations Center Weapons System, and developing and fielding the C2 Constellation. Key nodes focus on horizontal integration within the C2 Constellation, including the Air Operations Center, Distributed Common Ground System, and the E-10A Multi-sensor Command and Control Aircraft. The information super-highway, dubbed "Constellation-net," includes ground, air and space communications such as the Global Information Grid, the Joint Tactical Radio System and the Multi-Platform Common Data Link. The Center represents warfighters from all the major commands and provides the operational warfighter perspective to Air Force C4ISR spiral development and systems acquisition commands and processes. Includes the Command and Control Battlelab, the Air Force Transformation Center and the Air Force Experimentation Office which leads the planning and execution of continuous experimentation culminating with the large scale Joint Force Expeditionary Experiment executed bi-annually.

Air Force Communications Agency, Scott AFB, Ill.:

Assigned to Air Force Deputy Chief of Staff for Warfighting Integration. Designs architectures such as C2 ConstellationNet that integrate information technology systems into the Air Force network to achieve assured and interoperable communications capabilities. Lead command management designee for enterprise C4ISR capabilities that support network requirements on behalf of the warfighter. Leads Air Force's \$6.4 billion network infrastructure



by Master Sgt. Efrain Gonzalez



by Master Sgt. Terry L. Blevins

modernization program, Combat Information Transport System, which delivers infrastructure network operations/information assurance capabilities to bases worldwide. Identifies and defines information technology technical standards, compliant products, components, policy and platform profiles. Focal point for Airborne Networking initiatives across the Air Force to eliminate seams between airborne and terrestrial domains. Engineers, evaluates, tests and certifies emerging technologies, and develops network integration solutions in a realistic environment, through its Air Force Network Emulation Center and its Technology and Interoperability Facility. Specialized teams provide network optimization and standardization and evaluation functions that support Air Force network operations. Deploys unique, rapid response Hammer ACE C4 teams with capability for worldwide support of emergency operations, nuclear and aircraft mishaps, domestic terrorism events, consequence management actions and natural disaster civil relief operations. Provides communications services supporting U.S. Secret Service, the Executive Office of the President and the White House Communications Agency. Serves as communications force structure and policy expert. Publishes the monthly Intercom magazine. <http://public.afca.af.mil>

Air Force Cost Analysis Agency, Arlington, Va.: Performs independent component cost analyses for major Air Force space, aircraft and information system programs as required by public law and DOD policy, or those of special interest. Responsible for Air Force cost estimating and for enhancing the state-of-the-art in cost analysis. Provides guidance, analytical support and quantitative risk analyses to 11 major commands and the Air Force corporate staff on development of cost per flying hour factors and resource requirements supporting the Air Force's annual flying hour program. Performs special studies supporting long-range planning, force structure, analysis of alternatives and life-cycle cost analyses. Conducts a full research program in developing cost models, methodologies and

databases necessary to ensure credible cost analyses are performed. Maintains a central cost analysis library and the Air Force total ownership cost database — an important tool to assist in the analysis and management of weapon system and infrastructure costs. www.saffm.hq.af.mil/afcaa

Air Force Flight Standards Agency, Andrews AFB, Md.: Develops, standardizes, evaluates and certifies procedures, equipment and standards to support global flight operations. Lead command for management of air traffic control, airfield management and landing systems. Performs worldwide peacetime and wartime inspection of airfields, navigation systems and instrument approaches. Manages the DOD Notice to Airmen System.

Air Force Frequency Management Agency, Alexandria, Va.: Plans, provides and preserves electromagnetic spectrum access for Air Force and selected DOD activities to support national security objectives, systems development and global operations. Coordinates spectrum policy and guidance. Represents the Air Force in spectrum negotiations with civil, military, national and international regulatory organizations. Provides curriculum oversight for the joint spectrum management schools. Serves as the specialty manager for the Air Force spectrum manager career field. www.aiffma.hq.af.mil

Air Force Historical Research Agency, Maxwell AFB, Ala.: The Air Force's historical resource for the study, promotion and execution of airpower. Records and disseminates Air Force history to enable decision makers and planners to formulate strategy, plans and doctrine to conduct operations. Educates Air Force students at professional military schools. Informs the public about the role of the Air Force and airpower in national security. Archive for more than 100 million pages of historical documents. Responds to inquiries for historical data, approves unit heraldry and emblems, records official aerial victory credits, tracks organizational lineages

and provides research facilities for military scholars and the public. Operating location in Washington, D.C., formerly the Air Force History Support Office, researches, writes and publishes books, pamphlets and other studies on Air Force history. Provides historical support to Air Force, DOD and other government agencies and scholars with research and training materials. www.maxwell.af.mil/au/afhra

Air Force Inspection Agency, Kirtland AFB, N.M.: Provides senior leaders with independent and objective management reviews known as "Eagle Looks," designed to improve Air Force programs and processes. Makes recommendations for positive changes to all functional areas of the Air Force. Serves as the single comprehensive inspection agency for all Air Force medical treatment facilities, and conducts compliance inspections of field operating agencies and direct reporting units with no MAJCOM oversight. Reviews special requests from the inspector general and publishes the Air Force's oldest magazine, TIG Brief.

Air Force Legal Services Agency, Bolling AFB, Washington, D.C.: Administers the Air Force's civil litigation program, provides judges, counsel and other support for the Air Force's criminal justice process. Advises the headquarters and field in military justice and civil law matters encompassing environmental, acquisition, claims, litigation, employment and patent actions, and legal assistance. Trains and equips quality people for the agency, and supports the Judge Advocate General's Corps in office automation, software development, electronic legal research and other legal information services. Supports the Department of Justice with regard to all phases of litigation, civil or criminal, pertaining to the Air Force, and shares training responsibilities for Air Force and other DOD attorneys and paralegals.

Air Force Logistics Management Agency, Maxwell AFB Gunter Annex, Ala.: Conducts a wide variety of studies to produce prob-

by Master Sgt. Lance Cheung



by Staff Sgt. Carrie Hinson



lem-solving solutions that improve both combat and war-winning capabilities. Analyzes, tests, evaluates and recommends new or improved concepts, methods, systems or procedures. Makes problem-solving capabilities available to logisticians. Publishes Air Force Journal of Logistics. www.afma.randolph.af.mil/

Air Force Manpower and Innovation Agency, Randolph AFB, Texas: In partnership with the Headquarters Air Force functional communities and commanders, determines manpower requirements to execute wartime and home station capabilities supporting Air Force concepts of operation. Partners with Air Force CONOPS champions, capability lead agents, functional representatives and commanders at all organizational levels to improve mission performance, effectiveness and resource efficiency. Leads programming factor development and special studies, and assists with competitive sourcing studies. The support arm of Air Force deputy chief of staff of personnel for manpower and organization functional community needs. <https://www.afma.randolph.af.mil/>

Air Force Medical Operations Agency, Bolling AFB, Washington, D.C.: Supports both the Air Force assistant surgeon general for operations and the Air Force surgeon general in the planning and execution of operational policies in support of the force's global capability. Coordinates and tracks worldwide Air Force Medical Service expeditionary operations working with the services, unified commands and joint staff. Creates and operates statistical tools to collect and analyze data to shape the delivery of health care. Directly supports 43,000 healthcare professionals at 75 military treatment facilities and special duty assignments worldwide, providing healthcare excellence to 2.4 million DOD beneficiaries.

Air Force Medical Support Agency, Brooks City-Base, Texas: Executes Air Force surgeon general's policies and programs to support the force's global capability and national security strategies. Serves as the medical service's operational and consultant lead for aerospace medicine, population health, clinical excellence, optimization of medical resources, bioenvironmental health and radiation protection. Develops strategies, plans, consultant services and requirements dealing with facilities, supplies, equipment, acquisition, information systems and resources. Directly supports 43,000 healthcare professionals at 75 medical treatment facilities and special duty assignments, providing healthcare excellence to 2.4 million DOD beneficiaries.

Air Force National Security Emergency Preparedness Agency, Washington, D.C., and Atlanta: Plans and coordinates Air Force

participation in national security emergency preparedness programs as it relates to military support to civil authorities for natural and man-made disasters and emergencies and national security special events. Manages a cadre of Air Force Reserve emergency preparedness liaison officers who deploy during or in anticipation of disaster recovery operations or to support national security special events. Works with DOD joint staff, all services, the Federal Emergency Management Agency and other federal agencies to support the national response plan as it relates to incident management.

Air Force News Agency, San Antonio, Texas: Gathers information, and packages and disseminates electronic and printed news and information products during wartime and peacetime. Manages Air Force News Service, Army and Air Force Hometown News Service and Air Force Broadcasting Service (Air Force-operated American Forces Radio and Television Service outlets worldwide). Also manages Air Force Link, the official Air Force Web site, www.af.mil, and is responsible for activating the Air Force Hotline when directed by Headquarters U.S. Air Force.

Air Force Nuclear Weapons and Counterproliferation Agency, Washington, D.C.: Oversees nuclear stockpile stewardship programs, including planning, development and sustainment of Air Force nuclear weapons. Provides technical analysis on counterproliferation issues. Provides technical advice to the air staff, major commands, unified commands and the office of the secretary of defense on nuclear weapons; counter-chemical, biological, radiological, nuclear concerns; counterproliferation and arms control issues. Has a field office at Kirtland AFB, N.M.

Air Force Office of Special Investigations, Andrews AFB, Md.: The felony-level criminal investigative service since Aug. 1, 1948. Reports to the inspector general of the Air Force and provides professional investigative service to commanders of all Air Force activities. Identifies, investigates and neutralizes criminal, terrorist and espionage threats to Air Force and DOD personnel and resources. Focuses on four priorities: Detect and provide early warning of worldwide threats to the Air Force, identify and resolve crime affecting Air Force readiness or good order and discipline, combat threats to Air Force infor-

mation systems and technologies, and defeat and deter fraud in the acquisition of weapons systems. <http://public.afosi.amc.af.mil/>

Air Force Pentagon Communications Agency, Washington, D.C.: Reports directly to Headquarters Air Force Installations and Logistics, Directorate of Communications Operations. Provides secretary of defense, chairman of the Joint Chiefs of Staff, secretary of the Air Force, chief of staff of the Air Force, and related support staff command, control, communications and computer systems critical to national defense. Maintains both C4 and business information systems for the Office of the Secretary of Defense and Headquarters Air Force. Creates decision support tools for the National Military Command Center and senior DOD officials to evaluate events worldwide and respond to crises. Executive agent for the NMCC and executive travel communications support for the secretary of defense and chairman of the joint chiefs of staff.

Air Force Personnel Center, Randolph AFB, Texas: Implements personnel programs affecting active duty Air Force members and civilian employees through major commands and a worldwide network of military and civilian personnel flights. Manages some personnel matters affecting Air National Guardsmen and Air Force reservists. Provides quality service in worldwide personnel operations with integrity, responsiveness and sensitivity to commanders, Air Force civilian and military members, families, retirees and other customers by ensuring the right number of people in the right grades and skills are available to perform the missions of unit commanders worldwide, caring for Air Force people and their families, and managing programs for individual career development. www.afpc.randolph.af.mil

Air Force Personnel Operations Agency, Washington, D.C.: Designs, develops

by Staff Sgt. Suzanne M. Jenkins



and tests personnel processes, systems and technology to deliver streamlined and improved personnel services to commanders and Airmen. Provides insight into the Air Force's investment in human capital through strategic analysis. Measures and manages the outcome of improved service delivery and efficient investment in human capital through an effective performance management system.

Air Force Program Executive Offices, Wright-Patterson AFB, Ohio, Hanscom AFB, Mass., Eglin AFB, Fla., and Washington, D.C.: Streamlines the acquisition management structure characterized by clear, defined lines of responsibility, authority and accountability. Air Force's decision makers are directly accountable for the cost, schedule and performance of all non-space acquisition programs. There are seven program executive offices: Aircraft (combining fighter and bomber programs); Command, Control and Combat Support systems; Weapons; Joint Strike Fighter; F/A-22 Raptor; and Combat and Mission Support. www.safaq.hq.af.mil

Air Force Real Property Agency, Washington, D.C.: Executes Air Force acquisition and disposal of all Air Force-controlled real property worldwide and environmental programs and real and personal property disposal for major Air Force bases being closed or realigned under the Base Closure and Realignment Act of 1988 and the Defense Base Closure and Realignment Act of 1990. www.afrpa.hq.af.mil

Air Force Review Boards Agency, Andrews AFB, Md.: Provides management of various military and civilian appellate processes for the secretary of the Air Force. Acts through the secretary of the Air Force in deciding individual cases before the Personnel Council's five component boards, the Board for Correction of Military Records and the Civilian Appellate Review Office. Serves to correct errors or injustices in military records

and ensures due process, equity, and fair and impartial treatment for Air Force military members and civilian employees. www.safmr.hq.af.mil/saf-mrb/mrb.htm

Air Force Safety Center, Kirtland AFB, N.M.: Develops, implements, executes and evaluates Air Force aviation, ground, weapons, space and system mishap prevention, and nuclear surety programs to preserve combat readiness. Conducts research to promote safety awareness and mishap prevention. Oversees mishap investigations, evaluates corrective actions and ensures implementation. Develops and directs safety and operational risk management education. Publishes Flying Safety magazine, Road & Rec and U.S. Air Force Weapons Journal for mishap prevention. <http://afsafety.af.mil>

Air Force Security Forces Center, Lackland AFB, Texas: Organizes, trains and equips Air Force security forces worldwide. Develops force protection doctrine, programs and policies by planning and programming resources in support of nuclear and non-nuclear weapon system security, physical and information security, integrated base defense, combat arms, law enforcement, antiterrorism, resource protection and corrections. Acts as the executive agency for the military working dog program. <http://afsf.lackland.af.mil>

Air Force Services Agency, San Antonio, Texas: Supports headquarters, major commands, field commanders and base services leadership. Oversees worldwide operation of the Air Force fitness program, food service, lodging, mortuary affairs, services readiness, libraries, services management information systems, child and youth programs, nonappropriated fund purchasing and construction, clubs, Tops In Blue, the Air Force sports program, golf, bowling, outdoor recreation, aero clubs, other quality-of-life programs, and personnel management and training for all Air Force NAF employees. www.afsv.af.mil

Air Force Technical Applications Center, Patrick AFB, Fla.: Operates and monitors a variety of air, ground, space and seaborn sensor platforms to ensure compliance with several nuclear treaties. Operates and maintains the U.S. National Data Center. Sole DOD agency operating a global network of sensors and analytical laboratories providing technical measurements to monitor nuclear treaties. Researches and develops proliferation detection technologies for weapons of mass destruction. www.aftac.gov

Air Force Weather Agency, Offutt AFB, Neb.: The Air Force's lead strategic weather center, enhancing the nation's combat capability by delivering timely, accurate and reliable environmental situational awareness worldwide to Air Force, Army and joint warfighters, unified commands, the national intelligence community, and the secretary of defense. Fields the highest quality weather equipment and training to Air Force operational weather squadrons and combat weather teams at locations around the world. Builds the world's most comprehensive weather database of forecast, climatological and space weather products. These products and services are exploited by DOD field commanders and decision makers for every military operation, contingency mission and humanitarian relief effort conducted by the United States. <https://afweather.afwa.af.mil>

Air National Guard Readiness Center, Andrews AFB, Md.: The center's 10 directorates, including civil engineering, comptroller, logistics, operations, chaplains, communications, manpower, air surgeon, organizational management and personnel, support ANG units around the country. Also includes the 201st Mission Support Squadron, which serves the military and civilian personnel assigned to the directorates. The commander has administrative control of all ANG members deploying in Title 10 status. www.ang.af.mil

U.S. Air Force Auxiliary, Civil Air Patrol, Maxwell AFB, Ala.: Established in 1941, CAP provides vital operational capabilities in support of aerial and ground search and rescue, disaster relief, communications support, counterdrug and homeland security missions. Conducts 95 percent of all inland search and rescue missions as tasked by the Air Force Rescue Coordination Center at Langley AFB, Va. Builds strong citizens for the future by providing leadership training, technical education, scholarships and career education to young men and women, ages 12 to 21, in the CAP Cadet Program. Promotes and supports aerospace education, both for its own members and the general public. Such education helps prepare American citizens to meet the challenges of a sophisticated aerospace society and understand its related issues. Supports the Air Force with the world's largest fleet (550) of single-engine, piston aircraft; most extensive national communications network; and 1,000 vehicles. The U.S. Air Force Auxiliary is a non-profit corporation with wings in every state, Puerto Rico and Washington D.C. (1,550 squadrons), CAP Maj. Gen. Dwight H. Wheless commands the 153 National Headquarters staff personnel and 59,750 volunteer members. <http://www.cap.gov/>



by Tech. Sgt. Justin D. Pyle